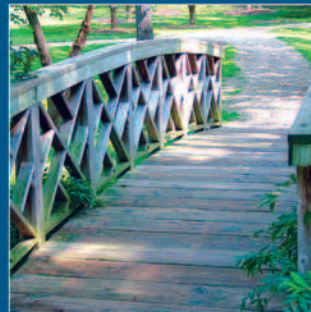


Salisbury's

the place for...

July 1, 2003 - June 30, 2004



Salisbury and the North Carolina Local Government Performance Measurement Project

The North Carolina Local Government Performance Measurement Project (NCLGPMP) is an ongoing effort by Salisbury and fourteen other North Carolina cities to measure and compare local government services and costs. Coordinated by the UNC School of Government, the project is designed to help cities provide the most effective services at the lowest cost.

The NCLGPMP report analyzes the following city services in Salisbury: residential refuse collection, household recycling, yard waste and leaf collection, asphalt maintenance and repair, fire services, emergency communications, police services, fleet maintenance, and coming next year, human resources. By participating in the Performance Measurement Project, local governments have comparative performance and cost data to track their performance and costs in relation to other local governments, along with their own historical performance and cost data. * See how Salisbury ranks by asking for the Final Report on City Services at the Rowan County Public Library, or by visiting the website at (www.salisburync.gov/community). *

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Message from Mayor Susan Kluttz and City Manager David Treme

JUST ASK – It has been our experience that if you want to know what the citizens of Salisbury think about our local government services, all you have to do is ask them. E-mails, letters to the editor, and public hearings can only tell you so much.

That's why your City government initiated a scientifically valid citizen survey to measure and improve local government services and the overall quality of life in Salisbury. You will be pleased to know that thanks to a grant from the National Center for Civic Innovation, the 2004 Salisbury Citizen Survey was provided at no cost to the Salisbury taxpayers.

LISTENING CLOSELY – We were seeking an unbiased, clear picture of your preferences regarding many of our local government services in addition to your perceptions of important quality of life issues, and that's what we got. On behalf of the Salisbury City Council, the Management Team and employees, we would like to thank those Citizens who were randomly selected to participate in the survey and also those of you who are interested in the results of the survey.

RESPONDING POSITIVELY – It's not enough to ask questions and receive feedback unless we plan to do something about it. Information such as this helps us to better allocate limited resources to meet the expectations of our citizens. Continued surveys also allow us to better set goals and track progress. In this case your response to the questions we asked you confirmed that we are focusing City resources on those things that you are most interested in: the condition of our streets, our local economy and jobs, shopping, maintaining existing levels of service, taxes, community appearance, and to continuing to strive for a feeling of safety and security in our community.

BEING ABOVE THE CIRCUMSTANCES: In spite of continued reductions in funding in real dollars from the State of North Carolina for road maintenance and construction, significant City water and sewer line improvements, major Department of Transportation projects on I-85, East Innes Street and South Main Street, and major roadway disruptions of traffic on major thoroughfares, such as Mocksville Avenue, you will begin to notice a definite improvement in roads during the coming year. Our plans include a doubling of lane miles resurfaced for this year with additional funding and the completion of major Department of Transportation projects. These completions will make a positive difference in the condition of both City and State roads within our community. Our citizens deserve our best effort in the area of transportation and we plan to deliver.

TARGETING RESOURCES FOR JOBS AND ECONOMIC DEVELOPMENT: The Salisbury City Council has adopted 14 major outcomes this year containing nearly 70 different goals. Of primary importance to our community this year is a new outcome, which promotes a positive business climate in Salisbury and economic opportunity for our citizens. To that end, the Salisbury City Council among other things is publicly supporting approval of the Project Development Financing (Amendment One) referendum this fall; fully supporting our City and County development agencies including the Rowan County Committee of 100 whose primary purpose is job creation, streamlining the City's development review process and local development ordinances, creating a customer service attitude among all City employees, and establishing a farmers market in downtown Salisbury. In addition, the City of Salisbury and Rowan County are exploring the possibility of creating an airport industrial park and the feasibility of providing sewer along the I-85 corridor.

In closing we would like to take this opportunity to offer our appreciation to you, our outstanding citizens, for your continued support in the improvement of our community. Much progress has been made, but the job is not done. Last year's effort will not be good enough to address next year's challenges, but with your help, we know that we will be up to the task. Again, THANK YOU!

Welcome Message

Generated 1,651 Parcel Notifications
Issued 564 Zoning Permits
Awarded \$200,000 in Grants
48% of Citizens Felt Zoning 'About Right'

The Land Management and Development Department manages the day-to-day and long-range growth and development of the City of Salisbury. The department coordinates the efforts of various City offices, citizen Boards & Commissions, and other public and private agencies to ensure that the City remains a healthy and vibrant community with a high quality of life for its citizens. The department administers functions such as zoning permits, development ordinances, transportation planning, neighborhood rehabilitation, historic preservation, and coordination of the City's Geographic Information System (GIS).

The Land Management & Development staff will be involved in 35 City Council level goals in the coming year. Due to this high number, the limited staff will be seriously challenged. Most of the goals focus on streamlining the development review process, enhancing the business climate, improving neighborhoods, and coordinating with the North Carolina Department of Transportation.

Planning and Development





Protected 28,000 People
Responded to over 3,000 Calls for Service
Averaged 6 Minutes Per Emergency Response
90% of respondents were either neutral or had a favorable impression of Fire Protection in Salisbury
(39% Very Satisfied, 34% Somewhat Satisfied and 17% Neutral)
Was among the 5 highest rated departments in North Carolina

The Salisbury Fire Department provides trained personnel and specialized equipment to suppress fires, effectively mitigate hazardous materials accidents, provides rescue and life support services, and works toward a more fire-safe community through loss prevention activities.

Our department is involved with five major Council level goals this year. All of these goals pertain to enhancing our service to the citizens. One of the most important goals is the development of a five (5) year strategic Plan. This process includes every department member, as well as input from outside agencies and our neighborhoods.

Our biggest challenge is staying up to date with the training and technology required to deal with and mitigate incidents involved with the threat of terrorism and Weapons of Mass Destruction and continuing to provide excellent service to an ever-growing city.



Fire Protection





Public Yard Waste and Leaf Collection

Collected 6,800 tons of yard debris

Collected 2,000 tons of loose leaves

82% of respondents were either neutral or had a favorable impression of Yard Waste Collection in Salisbury

(43% Very Satisfied, 31% Somewhat Satisfied and 8% Neutral)

The Street Division provides the citizens of Salisbury with weekly limb and bagged yard debris collection. Scheduled to coincide with the collection of solid waste and recyclables, the division also provides curbside loose leaf collection during the months of October – March on a three week, rotating schedule. The biggest challenge is to continue to provide the highly rated, quality service expected by the community in light of an increase in work load and decrease in funding.

Collected 8,800 tons of trash

88% of respondents were either neutral or had a favorable impression of Trash Collection in Salisbury

(50% Very Satisfied, 34% Somewhat Satisfied and 4% Neutral)

Collected 2,000 tons of recyclable material

77% of respondents were either neutral or had a favorable impression of Residential Recycling in Salisbury

(36% Very Satisfied, 30% Somewhat Satisfied and 11% Neutral)

The Waste Management Division maintains a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation and disposal of industrial, commercial and residential refuse using an effective, efficient system of waste management and recycling. Collections are made every day in some part of the City and on all holidays except Christmas Day. With only eight employees who serve over 10,000 collection points, it remains an on-going challenge to balance unforeseen staff absences, or unplanned equipment failures while providing a superior level of service that was rated so highly by survey respondents.



Waste Collection and Recycling





Maintained 154 miles of city streets (repair, cleaning and snow-removal)
Installed 9,700 feet of sidewalks
Filled 900 potholes
Installed 100 handicap-accessible sidewalk ramps
57% of respondents had a fair to excellent impression of City Streets in Salisbury
(3% Excellent, 22% Good, 32% Fair and 40% Poor)

The Street Division of the Public Services Department plans, implements, and manages the construction and maintenance of all City streets, sidewalks, drainage systems and rights-of-way through a program of maintenance, construction, cleaning, and general beautification.

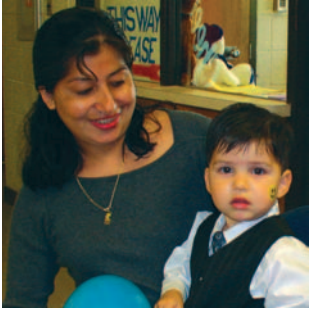
This department also funds activities associated with street construction, maintenance, cleaning and rights-of-way maintenance as provided for by revenue received from the State of North Carolina through the Powell Bill Fund.

The single biggest challenge faced by the Street Division over the past three years, has been a reduction in Powell Bill funds used for the paving of streets and thoroughfares.

Improving Brenner Avenue from Old Wilkesboro Road to Jake Alexander Boulevard, including the installation of 4,000 feet of curbing and sidewalks, was and continues to be a Council level goal.

Street Maintenance





Families

88% of respondents were either neutral or had a favorable impression of Salisbury as a good place to Raise Children (16% Strongly Agree, 53% Agree and 19% Neutral)

Salisbury strives to be the very best "Family Friendly Community." The heart of the identity of the City can be found in its people and the identity they have with their families. Salisbury's strength lies in its work to create a community where children grow up in stable nurturing families, and a safe and supporting community which provides opportunities for children, youth and adults to achieve their full potential. Salisbury is striving to be a place where children return to work and raise future families in their home town. Innovative public services affirm the value placed on the uniqueness of family, the most valuable community resources, in the delivery of services. From recreational/leisure/cultural activities to community policing and safety education, to community partnerships and collaborations, smart growth planning, neighborhood parks and after school and summer camp programs, a strong family unit is promoted and supported.

76% of respondents were either neutral or had a favorable impression of Salisbury as a good place to Do Business

(6% Strongly Agree, 39% Agree and 31% Neutral)

Salisbury's the Place For Business? Yes!

Why?

- Catawba College, Livingstone College and Rowan-Cabarrus Community College provide an educated workforce and support continuing education for Salisbury citizens.
- Within an overnight truck-haul to 60% of the U.S. population, Salisbury is well-situated to major U.S. markets.
- The lower tax burden makes Salisbury an ideal City for business creation, expansion and relocation.
- The availability of transportation assets, including passenger and freight rail-lines, an interstate highway, numerous state highways, and a regional airport.
- Its status as a regional water and sewer supplier.
- An active and invigorated central business district.
- A history of entrepreneurial successes.



Business

Business



Served 28,000 Citizens

Responded to 36,000 calls for service

Average police officer experience — 11 years on the job

83% of respondents were either neutral or had a favorable impression of Police Protection in Salisbury

(28% Very Satisfied, 37% Somewhat Satisfied and 18% Neutral)

Police protect the citizens of Salisbury with 24-hour law enforcement service. Specific areas of emphasis include patrol, criminal investigations, drug enforcement, traffic enforcement, parking control and animal control.

The Police Department is a nationally accredited police department and has been since 1990. The Police Department completed an on-site evaluation for re-accreditation in August 2004 and should receive re-accreditation status in December 2004.

The Police Department has a crime control plan for the City that was developed with citizen input. The current goals of the Crime Control Plan are 1) youth and crime and 2) Project Safe Salisbury. The committee responsible for the youth and crime goal works closely with students and faculty at Salisbury High School and Knox Middle School to address quality of life issues for students. Several family night outings have been held at the schools in order to address the issues identified.

Project Safe Salisbury is also a City Council Goal established for the Police Department. Project Safe is a federal initiative that targets violent offenders and strives to reduce gun violence. To date in Salisbury, we have had our second notification of violent offenders warning them that additional criminal offenses will subject them to federal prosecution. We continue to see success from this initiative as we identify the most violent gun offenders and notify them that their current lifestyles of violence will no longer be tolerated.

The greatest challenge facing the Police Department is continuing to provide the same level of service with the available resources. Faced with additional legal requirements for training, the department is still required by federal law to compensate employees for their time. We constantly try to balance the needs and requirements of the community with the available resources to meet those needs.



Police Services

Police



Community

71% of respondents were either neutral or had a favorable impression of Salisbury as an Inclusive Community

(6% Strongly Agree, 35% Agree and 30% Neutral)

99% of respondents were either neutral or had a favorable impression regarding the importance of Community Appearance in Salisbury

(53% Strongly Agree, 36% Agree and 10% Neutral)

73% of respondents were either neutral or had a favorable impression of Salisbury as a Place to Retire or to be Retired

(14% Strongly Agree, 37% Agree and 22% Neutral)

61% of respondents were either neutral or had a favorable impression regarding their ability to Buy Needed Items in Salisbury

(8% Strongly Agree, 35% Agree and 18% Neutral)

84% of respondents were either neutral or had a favorable impression of City employees' courteousness and helpfulness

(38% Always, 46% Sometimes, 3% Never and 14% No Opinion)

Salisbury's success in providing quality public services is a direct result of its commitment to building community. It recognizes that community partnerships have improved the quality of life for all the citizens of Salisbury. Becoming a multicultural city and home to a diversity of cultures in its true sense has presented opportunities and challenges which are embraced and welcomed with innovative and creative business strategies for citizen participation. Striking a balance in fairness, equity, valuing diversity and inclusion are core values of the City and a number one priority.

The citizens of Salisbury and Rowan County value quality education for the children of this community. This is evidenced by both voter approval of a seventy-seven million dollar school bond referendum in November 2002 and improving overall test scores for the Rowan-Salisbury School System.

The fruits of community collaboration, partnerships and consensus building are reflected in the outstanding community projects. Empowering the community is the "Salisbury Way" of doing business. Citizen involvement and participation in the decision making process is critical to community building and providing the services of choice. Salisbury's best decisions, a consistent benefit of community involvement, are made through the practice of receiving input from a "multitude of counsel".

76% of respondents were either neutral or had a favorable impression of the importance of the Arts in Salisbury

(17% Strongly Agree, 30% Agree and 29% Neutral)

87% of respondents were either neutral or had a favorable impression of the importance Historic Preservation in Salisbury

(28% Strongly Agree, 38% Agree and 21% Neutral)

Salisbury is the place for history and the arts. Founded at the crossroads of pre-colonial trading paths, Salisbury is a kind of “living laboratory” of two and a half centuries of southern American history. It is no surprise that Salisbury’s citizens place such a high priority on the community’s appearance and its historic preservation.

Implementing the Salisbury Vision 2020 Comprehensive Plan includes retaining the town character and community identity, preserving the City’s rich and diverse history, and enhancing its appearance and vitality through a variety of arts and cultural events. A variety of City Council goals embrace this vision.

Facing reduced financial resources, staff and volunteer committees have secured private funding to assist with goals such as enhancing downtown Salisbury and improving the function and appearance of the Innes Street corridor. The proposed landscaped median, provided through the generosity of private citizens and local foundations, is an ideal opportunity to grace the City’s historic entrance into downtown with a gateway befitting Salisbury’s unique history.

The privately-funded Salisbury History and Art Trail, which is an initiative of the Community Appearance Commission and is included in the Downtown Salisbury Master Plan, will identify and interpret through art Salisbury’s diverse cultural heritage. Over time, the Trail promises to increase tourism, encourage new business development, and improve the City’s economic base.



History and Arts

History



Parks and Recreation

Provided 505 Acres of Park Space

Conducted 760 Recreation Programs

Facilitated 167,000 program “participations”

76% of respondents were either neutral or had a favorable impression of City Parks and Recreation in Salisbury

(17% Very Satisfied, 41% Satisfied and 18% Neutral)

The Parks and Recreation Department, a nationally accredited department, provides recreation programs, parks and greenways for the citizens of Salisbury.

The parks system consists of fifteen parks located throughout the City and three segments of the Greenway totaling one and one-half miles. Two additional segments of Greenway are scheduled for construction over the next year that will double the Greenway length to over three miles. This addition will stretch our current park maintenance staff to continue the quality level that citizens have come to expect.

The recreation program staff provides a variety of programs at four recreation facilities and in the parks. Senior programming is provided through a partnership and funding of the Rufty-Holmes Senior Center.

This department is responsible for nine Council goals with a major emphasis on fundraising and securing grants to continue the construction of the Salisbury Community Park and Athletic Complex. The challenge will be to continue to maintain the quality of our services and to meet the future needs of the community through open space and new park development.





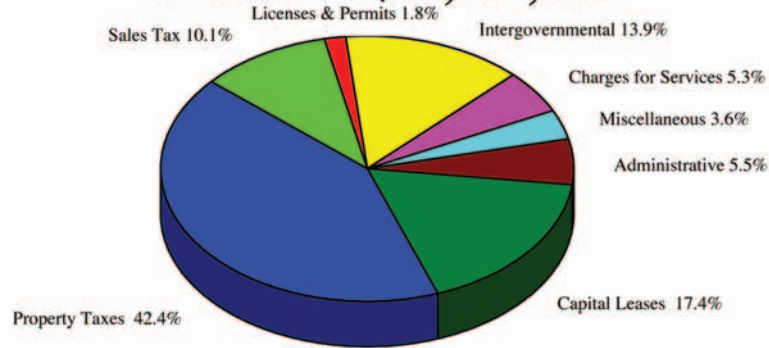
Strategic and Long-Range Planning

There are 14 City Council level “outcomes” supported by 70 City staff level goals.
City Council Outcomes established at the Goal Setting Retreat, February 20, 2004:

- Outcome 1: Improve neighborhoods and safety for all areas of the City
- Outcome 2: Expand the tax base and revenue sources
- Outcome 3: Provide quality Parks and Recreation services
- Outcome 4: Improve appearance and function of the Innes Street Corridor
- Outcome 5: Implement Salisbury Vision 2020 Plan
- Outcome 6: Foster a climate of City-County cooperation
- Outcome 7: Attract, retain and develop high quality City employees
- Outcome 8: Partner with Rowan-Salisbury Schools
- Outcome 9: Improve overall management of City and departments
- Outcome 10: Implement special initiatives to improve the quality of life for Salisbury citizens
- Outcome 11: Improve and enhance Downtown Salisbury
- Outcome 12: Streamline development review process and ordinances
- Outcome 13: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust
- Outcome 14: Create a positive business climate in Salisbury and Rowan County

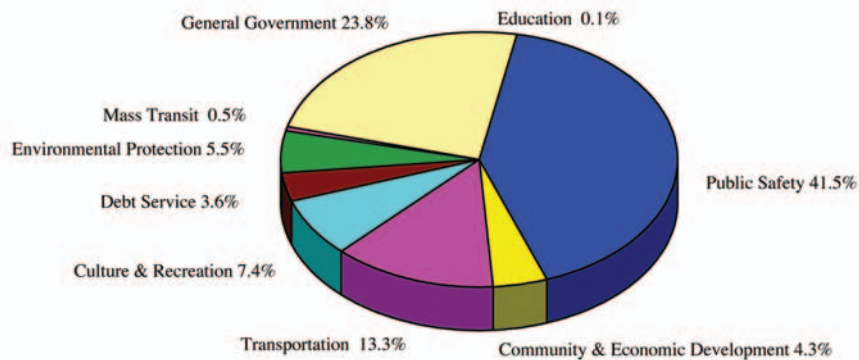
FY 2003-04 GENERAL FUND

Revenues - \$31,722,952



Where the Money Comes From

Expenditures - \$31,722,952



Where the Money Goes

Includes General Fund and General Fund Capital Reserve Fund Less Intergovernmental Transfers and Lease-Purchase Items

Responsible Stewardship of Tax Dollars

Responsible

Acknowledgments

Performance and Cost Information, as well as the Full Results of the 2004 Citizen Survey can be found by visiting the Rowan County Public Library or by going on-line: www.salisburync.gov/community

Obtain Information Through The Following:

- Rowan County Public Library
- <http://www.salisburync.gov/community>
- Call Evans Ballard: 704-216-2716

The City of Salisbury gratefully acknowledges The National Center for Civic Innovation and the grant-funding that paid for the 2004 Salisbury Citizen Survey. Thank You.

Please visit Salisbury, North Carolina
on the web at:
www.salisburync.gov

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